

The Bradley Beach Strategic Plan Implementation Recommendations will be presented to the Borough of Bradley Beach Council on January 14, 2020 for consideration and decision as well as future budget and action planning. These recommendations reflect the research , data collection, analysis and deliberations of the five volunteer resident Task Forces, which engaged 50 residents from July-December in over 25 strategy sessions , as well as extensive inputs and reviews by the Mayor and Borough Administrator.

Bradley Beach Strategic Plan 2019- 2023

Approved by the Bradley Beach Council 5/28/19

Mission

Bradley Beach is a unique oceanfront and family community , home to residents and welcoming to visitors and businesses. As a small but diverse town, our Bradley Beach municipality seeks to offer the best quality of life, civic engagement , services for tax dollars and financial stability in a caring, inclusive and transparent environment.

Vision

Bradley Beach will strive to be a vibrant, desirable, affordable and inclusive community for residents and visitors to our oceanfront town , recognized for its family character, efficient municipal services and strong financial health . Forward thinking and strategic governing will successfully manage the development of residential growth , the beachfront, and Main Street with balanced land use, positive tourism, environmental and coastal stewardship, while embracing diversity and unity of year round residents , summer residents/visitors and businesses.

Values

Honesty

Inclusive Public /Civic Engagement

Transparency

Forward Thinking Leadership

Financial Stewardship

Welcoming and Excellent Town Services

Goal 1- Bradley Beach Character Preservation

Strategies:

Master Plan – Residential Planning and Zoning

Housing Options – Young Families/Seniors

Goal 2 – Main Street Excellence

Strategies :

Street Scape and Main Street Appearance/ Improvements (State Designation)

Main Street Business Opportunities

Parking and Traffic Safety Improvements

Recommendations:

* Create plan for Street Scape in 2020 , including application for state Technical Assistance grant (12/20 /19 Submission and 1/31/20 Decision). With or without grant, develop RFP for Street Scape and initiate grant research. RFP to include Main Street sidewalks, lighting, unification, parking, traffic, safety. Status: Underway . \$ 2020 Budget and Beyond . Main Street Task Force, Borough, Council **(1)**

* Pursue Main Street improvements by Borough Code Enforcement Officer review of priority sites, and full time Code Enforcement Officer in 2020. All Businesses received informational Business Guide in English and Spanish developed and distributed by Task Force. Status: Underway. \$ 2020 Budget Consideration. Borough, Mayor Engelstad . Council **(2)**

* Complete Business and Residence Survey of Needs and Action Plan by early 2020. Status: Underway . Main Street Excellence Task Force. **(3)**

* Create new Bradley Beach Business Community Alliance (BBBCA) , a 501c6, for business, non profits and individual residents. Status: State Incorporation 12/19. 1/1/20 Announcement by Mayor. March Launch . BBBCA Founding Board **(4)**

* Implement Parking Striping of Main Street , including handicapped spots and safety sections at corners. Seek State approval and develop DPW work plan /schedule in 2020. Status: To Be Implemented in 2020 Borough **(5)**

* Conduct Municipal Evaluation of Space requirements (including potential purchase of church) and municipal repurposing for efficiency and parking. Status: Initiate municipal study . Include municipal parking options in Street Scape RFP . Borough **(6)**

Goal 3- Beachfront and Oceanfront Developments

Strategies:

Beachfront Design/Ideal Mod

Tourism Plan

Oceanfront/Ocean Avenue Restaurant

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Recommendations:

*Implement proposed Beachfront improvements - water bottle fill stations, showers, playground, mats/handicap access, bike racks, pedestrian crossings (safety bump outs), general beautification. Status: Evaluate for \$ 2020 Beach budget and future years. Council **(7)**

* Implement beach badge increases and maintain current parking fees. Pursue beach buggy transportation program . Status- Beach badge increase to \$80 season, Daily \$10, Youth and Senior \$30 . Complete in November. Research outside beach buggy program. Borough **(8)**

* Continue current Tourism Director promotion/ events , conduct annual beachgoer survey, and form new Volunteer Corps to support activities. Status- Complete **(9)**

* Pursue new restaurant at location of pump station and three additional boardwalk food options to maximize revenue annually. Status- Underway. Borough **(10)**

Goal 4 - Infrastructure Enhancements

Strategies:

10 Year Capital Plan - Needs, Priorities, Cost

Environmental/Coastal Plan - Document/Actions (NJ DEP Requirements)

Goal 5- Powerful Communications

Strategies:

Single Bradley Beach Identity

Town Communications

Town Marketing and Promotion Plan/ Neighboring Town Relationships

Recommendations:

*Implement new town slogan –*Bradley Beach Where the Best Memories Begin* ; new beach descriptor –*Bradley Beach . Best Family Beach- Beautiful and Serene* and logo- Bradley Beach common font , color and clamshell . Status- Transition timeline underway, including immediate changes on website , signage and print materials and based on schedule of vehicle, etc replacements starting January 2020. Borough **(11)**

*Create new user friendly website for “what’s happening in town” , accessed from BB official website address. Status: Proposal for January, 2020 Complete . \$2020 . Borough **(12)**

*Implement Bradley Beach Integrated Marketing and Communications Plan , and hire part time Borough Communications Director. Status: Plan complete. \$ 2020 Budget Consideration . Council **(13)**

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Goal 6- Controlling Taxes

Strategies:

Actions to Maintain Current Tax Rate

Shared Services and Consolidations with Neighboring Towns

Best Practices in Property and Sewer Tax Systems

Recommendations:

*Continue and expand resident and business education on tax assessment process . Status – Underway. Mailing to residents in November. Town Hall in December. Borough **(14)**

* Continue budgeting process improvements, including consideration of zero based budgeting and functional budget analysis with new CFO. Status- Plan for 2020. Mayor / Council Committees/ Borough **(15)**

*Pursue Consolidation and Shared Services. Status- Underway per areas below. **(16)**

Elementary School : State Legislation on school consolidation. Ensure Monmouth County applies for planning grant. School Board

Library: Remain independent but add additional language and senior services. Library

Police- Evaluate additional BB hosting of courts, housing, dispatch with neighboring towns. Police Chief. Mayor

Fire Department and First Aid : Consider hybrid structure with paid staff augmenting volunteers plus volunteer incentives. See Civic Engagement recommendation. \$ 2020 Budget. Council .

* Implement Recycling program, including resident/business education as well as incentives, Beach recycling, grant opportunities. Status- Underway. Borough **(17)**

* Evaluate Sewer System improvement action plan: Restructure sewer employee allocation system. Implement Phase 2 of Capital plan sewer upgrades. Implement infiltration and flow reduction program, Determine baseline sewer costs . Evaluate sewer rates and potential volumetric or flow based billing. Continue benchmarking other towns and options.

Begin exploratory meetings on sewer sale with consultant , which can be repaid with sale proceeds.

Status- Underway. Initiate plan. Borough . Council **(18)**

Goal 7- Civic Engagement

Strategies:

Volunteer Plan for Recruiting, including Fire, First Aid and Boards/ Commissions

On Line Community System to Share/Expand Public Information/ Voice

Recommendations :

*Implement Volunteer Management System, including expanded website/ promotional recruiting and diversity for volunteer programs, Boards and Commissions. Status- Volunteer Management System complete. Propose to Council as Bradley Beach Procedure in 2020. Part time Borough Volunteer Manager (Michele Whille) appointed as part of current job. Recruit BB Strategic Plan Implementation Task Forces Force members for Bradley Beach volunteer assignments. Borough **(19)**

*Create new operational system for Fire Department and First Aid Squad including official recognition plan, intra Borough communications/coordination , new recruiting strategies, alternative scheduling , stipends for Borough staff who volunteer for Fire and First Aid, potential volunteer LOSAP pension, paid staff to augment volunteers in a hybrid structure, special Police officer category . Current Fire and First Aid budget requests have been honored by Borough. Develop plan for Bradley Beach and facilitate discussion and planning with neighboring towns. Status-Underway/Proposal . \$2020 Budget. Borough. Council **(20)**

*Create new Borough Civic Engagement Events - Cultural Fair, Field Day , Field Festival , Dog Fair, and Community Garden. Status- Calendar planning requested . Underway. Borough **(21)**

*On Line Resident Survey – Included in Integrated Marketing and Communications Plan.

*Create new Teen Program , comprised of Teen Volunteer Squad and Teen Mentoring. Status – Extensive research and reviews with School Board and Recreation Department, who will oversee. \$ 2020 Budget. Recreation Department, Teen Program Volunteer Leadership, Council **(22)**

*Create Census Outreach Plan and Population Data . Status- Census Counts Committee formed and outreach plan designed for December2019 to April 2020. **(23)**

Note: Develop plan for Borough Population knowledge system, including census data and the centralized resident data base for engagement.

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Goal 8. High Impact Governance

Strategies

Document and Communicate Council Role in Planning, Decision Making, Budget

Boards/Commissions/Committee Roles/Bylaws

Staff Job Descriptions/Objectives/Reviews/Recognition

Recommendations:

* Enhance Governance plan for new Council, including Board/Commission/ Committee roles and written Board and Commission charter/ bylaws. Confirm Council member liaison role on Finance, Public Works, Public Safety and Beach Committees. Continue Main Street Excellence Task Force in 2020. Engage all 2019 Task Force Members in 2020 volunteer opportunities and create new Resident Task Forces for Public engagement as needed. Status- Underway . Mayor **(24)**

*Strengthen Borough Staff Accountability . Status- Administrative Staff Job Descriptions and Cross Training completed. Develop and implement annual staff review process including job descriptions, annual objectives and performance reviews. Borough . **(25)**

Goal 9- High Quality Municipal Services

Strategies:

Municipal Services Measures

Code (Ordinance) Enforcement System/Tracking

Environmental Stewardship Plan Promotion

Goal 10- Financial Health

Strategies:

New Revenue Sources - Government, Private, Fees

Balanced Budgets and Fund Balance Management

10 Year Capital Plan Financing

Recommendations :

*Hire Borough Planning and Grant Manager . Status : Proposal for \$2020 Budget. Recommended by Main Street Excellence , Oceanfront and Beachfront Development . Mayor Council **(26)**

*Implement Zero Based Budgeting and Resolve Fund Balance Process. Status- Review and proposal by new CFO for 2020. Council . See Controlling Taxes Task Force recommendation.

RECOMMENDATIONS SUMMARY

Completed -4

Underway- 13

Proposal /Plans Requiring 2020 Budget Funding – 9 (Recommendation #)

Main Street Streetscape (#1)

Main Street Appearance Improvements (#2)

Beachfront Improvements (#7)

User Friendly “What’s Happening” Website (#12)

Integrated Marketing and Communications Plan (#13)

Shared Services- Fire/First Aid (#18)

Fire Department and First Aid (#20)

Teen Volunteer and Mentoring Program (#22)

Borough Full Time Planning and Grant Manager (#26)

IMPLEMENTATION TRACKING

To ensure Strategic Plan Results , Mayor Engelstad will appoint a Strategic Planning Committee/Task Force. The Strategic Plan Implementation Recommendations will be tracked and progress results reported quarterly to the Council.

Prepared by Paula Gavin , Volunteer Strategic Plan Facilitator

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